

**SECRET**

25X1

Executive Registry  
103-2288

18 March 1963

MEMORANDUM FOR: Inspector General

SUBJECT: Fitness Reports

REFERENCE: Your Memorandum 12 January 1963,  
This Subject

1. As you know, practically all the delinquencies in fitness reports in the Clandestine Services have been rectified and we are completing the few remaining ones. [ ] I understand, has been keeping you up to date on our considerable progress in this respect.

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2. The question of showing the fitness report to the employee concerned is an important one. As your memorandum indicates, policy clearly calls for showing the report, although it also provides for exceptional cases. I believe our discussion this afternoon confirms the fact that we are in agreement that in the exceptional circumstances provided for in the regulation (a case, for example, in which showing an adverse report, in addition to discussing it with the employee concerned, might result in a drastic retrogression or breakdown) a report need not be shown to the individual at the time it is written although later circumstances may make it appropriate and highly desirable to do so. Certainly, this would not relieve the supervisor of the need for keeping the employee advised if the employee's performance is consistently substandard.

3. With respect to Chiefs of Station, our discussion confirmed our understanding that it is preferable and certainly more practical to insist on the Chief of Station being shown his fitness report here at headquarters either between tours of duty abroad,

\* If a person is not shown his report overseas, he then should be shown it immediately upon return. Otherwise this will be a disadvantage for a weak station chief to catch behind, and also will leave personnel in the dark about their performance.

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

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25X1 or on return PCS from tour of duty, or while here on TDY during a tour of duty. [ ] will take steps to insure that our component chiefs are appropriately advised. He will also take the necessary action to ensure that a memorandum submitted in lieu of a report on the prescribed form is processed as prescribed for Form 45.

4. We are continuing our efforts to improve the quality and usefulness of our fitness reports.

[ ]

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Thomas H. Karamessines  
Assistant Deputy Director (Plans)

cc: Director of Personnel  
via DD/S

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☒ INTERNAL

☐ CONFIDENTIAL

☐ SECRET

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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

ADD/P

EXTENSION

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1.

Inspector General

3/19/63

3/19/63

gfe

2.

Executive Director

20 Mar

20 Mar

15/1/63

2 - FYI. Reference attached.

3.

DD CI  
Inspector General

3/20/63

14/10

ARL

4.

IG

4/1/63

gfe

5.

file - misc.

6.

7.

8.

9.

FITNESS REPORTS

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11.

12.

13.

14.

15.

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see para 7

IG Subj.  
Musc.

12 January 1963

63-321

MEMORANDUM FOR: Deputy Director (Plans)

SUBJECT : Fitness Reports

1. A recent IG survey of field stations in one of the operating divisions revealed that a large majority of the station chiefs interviewed had not seen fitness reports on themselves during the entire period of assignment to that division. A record prepared by the division from its files shows that, of the 19 involved, 13 had not seen their fitness reports while in the division. In three other cases, fitness reports were not yet due. In still another case, the lone fitness report seen in the past six years was one in which the then supervisor stated he had been in the position too short a time to prepare an adequate statement. This division's record is not unique.

2. In order to get a better idea of how fitness reports are being handled in other divisions, I have taken a random sampling of fitness reports on some 25 chiefs of station, including several from each operating division. The results of this sampling are largely in accord with those of the division under review above. The great majority of these chiefs of station have not seen their latest fitness reports and there is no indication that the reports have been discussed with the individual. Further, in more than half of these cases, there is nothing to show that the chief of station has seen a fitness report on himself in the past eight or ten years.

3. The Agency regulation on fitness reports   clearly 25X1 emphasizes the value of continuous rating--at least once a year--of employees by supervisors and provides that supervisors shall show each evaluation to the employee concerned "except when operational circumstances, security considerations, or other unusual conditions make it impractical or ill-advised to do so."

4. There appears to be a difference of opinion within the Clandestine Services as to whether fitness reports should be shown to chiefs of stations and bases or not, on the grounds that fitness reports may have an unfortunate effect when an adequate oral explanation of the decisions leading to various statements in the report cannot

- 2 -

be advanced simultaneously. I feel very strongly, however, that all of our personnel (whether serving at Headquarters or in the field) must be advised of their fitness ratings on an annual basis, as required by regulation, in order that the Agency will have a fair and official record of performance.

5. Many raters take advantage of the [ ] provision to substitute a memorandum for Form 45 when reporting on GS-14's and above. Several of these showed up in my staff's sampling. Although the regulation is specific in stating that the memorandum shall be processed as a standard fitness report, in only one instance was there evidence that the memorandum had been seen by the rated officer. In several of the cases reviewed there was no indication that the officer had ever seen his fitness reports. More often than not, no reason is given for not showing the report to the rated officer but when there is a statement, it is generally to the effect that the individual is overseas and not available. This is not a valid excuse, since in most, if not all, cases the ratings could have been sent EYES ONLY to the field employees. Mere distance is not in line with the exceptions provided in the regulation.

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6. Although my investigation on this subject to date is hardly all-encompassing, it nevertheless testifies significantly to the undesirable state into which our fitness report writing has decayed. Any organization requires an employee-rating system for the benefit of both management and employee. This concept is all the more applicable to CIA because of its world-wide structure and the peculiar talents of many of its employees.

7. I am bringing these comments to your attention for such action as you deem appropriate, and should appreciate your letting me know your views.

J. S. Earman  
Inspector General

Original - Add. thru Exec Dir & DDCT

cc: Director of Personnel (Via DD/S)

1 - SG Subj; 1 - SG cluws

[ ] Rewritten in part

[ ] 12/63

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